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SUGGESTED COMMENTS TO IG SURVEY  
OF THE OFFICE OF PERSONNEL

Recommendation #2, Page A-15:

"That the Director of Personnel assume custody and responsibility for all Official Personnel Records on contract employees."

I support this recommendation and will move for its implementation. There are factors, however, that must be resolved in order to do so. We currently have approximately  contract employee active files. These include full-time permanent, part-time and intermittent and at present requires 41 Cu ft. It is estimated <sup>more than</sup> that twice this amount of space would be required to accommodate the necessary re-design of the files, provide for dividers and incorporation of the additional documents - i.e., PHS - that would have to be included. Furthermore, we would need the services of two full-time file clerks to get the files established and to provide for day-to-day maintenance.

Page A-17, paragraph 31 - Support to Clandestine Activities:

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Recommendation #6, D-7

"That the Director of Personnel find means as soon as possible of conveying to component managers a more accurate view of the capabilities and achievements of RAD's outplacement assistance program."

I support this recommendation and view the following as ways to effect accomplishment:

- a. Include appropriate information on the official bulletin boards under the category "Did you know."
- b. Prepare an article having to do with this subject for the DDA publication "The Exchange."
- c. Consider the issuance of a Headquarters notice.
- d. Have C/RAD contact the various Career Services and offer a briefing to their staffs concerning the services of RAD.
- e. Ensure that OP officials in addressing various groups include comments regarding outplacement activities.

It should be recognized that while the outplacement activity is not working at an all out rate at this point, a

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major push in this direction would most certainly strap the present work force.

Page 15, paragraph 27 - Outplacement:

"Outplacement is a key element among those services designed to reduce the uncertainties, income interruptions, and other financial and emotional disturbances associated with leaving Agency employment. It is useful as a service for retirees, but could have greater value as a means of encouraging and expediting the departure of those employees who are no longer needed by the Agency because of manning reductions, less than complete suitability for available positions, irreparable stagnation in place, or combinations of these factors."

I cannot agree that outplacement as such would or could serve much of a role in encouraging and expediting the departure of employees no longer needed by the Agency. I suspect there is little in the way of a substitute for management making strong decisive decisions and in telling surplus or unneeded personnel that they are not carrying their share or that their particular skills are no longer required. Persons so alerted will then get busy on what outplacement has to offer. It must be remembered that outplacement's success depends, to a great degree, on the economy and the external job market. There is certainly no assurance that

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a healthful climate in this area would always coincide with planned reductions.

Page D-5, 11a:

"The capabilities of the counselors to find job possibilities outside the Washington area is very limited at present, according to C/RAD. We believe this might be improved by making more use of our rather broad professional representation throughout the United States and Europe - DCD and Recruitment contacts in academia and industry, as well as the many office-level associations with research and consulting firms represented by OER, OSI and ORD."

Job leads outside the Washington area are indeed difficult to develop, particularly within the framework of the present staff. Nevertheless, I am of the opinion that a major policy decision plus considerable push would be necessary to get Agency components to use their operational and business contacts to assist the outplacement function, and I am not sure the questionable results would support the probable drawbacks.

Page 16, paragraph 29:

"We found disturbing remarks by Office of Personnel officials suggesting that the function of outplacement might be the first effort cut if Office resources are curtailed further."

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The above was not intended to reflect a lack of support or interest in the outplacement activity but rather an acceptance of the facts of life. The Office of Personnel has a number of statutory functions it must provide, and if further reductions in resources are required, we must look to those for elimination that are nice to have but not mandatory. You are assured that as long as we can continue this function, we will do so in a manner that will ensure its meaningful use.

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